



Faculty of Cognitive Sciences and Human  
Development

THE INFLUENCE OF JOB CRAFTING DIMENSION ON EMPLOYEE  
ENGAGEMENT

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Bachelor in Human Resource Development with Honours (2021)

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Grade: A-

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Final Year Project Report

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Masters

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## **ABSTRACT**

This study aims to determine the relationship between dimension in job crafting (task crafting, relational crafting and cognitive crafting) and employee engagement in manufacturing industry. The theory used in this study is Job- Demands- Resources (JD-R) model. A survey methodology was used in this study. The research involve the utilization of questionnaire which involve among 92 employees from manufacturing industry in Johor Bahru, Johor. The relationship between dimension in job crafting and employee engagement was analyzed by using Spearman Correlation Coefficient. The dominant dimension that affecting employee engagement was identified by using Multiple Regression Analysis. The result shows that there is a strong positive relationship between task crafting and employee engagement and very strong positive relationship occur between relational crafting and cognitive crafting with employee engagement. The result also shows that cognitive crafting is the dominant dimension of job crafting that affecting employee engagement. Hence, from this study the organization can consider implementing of practicing job crafting in order to improve employee engagement in the organization.

*Keywords:* job crafting, task crafting, relational crafting, cognitive crafting, employee engagement, Job Demand- Resources Model

## **CHAPTER 1: INTRODUCTION**

### **1.0 Background of study**

Job crafting is an approach where employee have the opportunities to adjust their job demand and resources to construct a work environment that is fit to themselves (Tims & Bakker, 2010). The employees will redefine and reimagine their job design according to their needs and will help to improve their work performance and will link to increase their job satisfaction, motivation, and engagement in work. Rapid change is the new trend in this generation where individual should adapt themselves to different situation. The changes had brought to the effect to improve people living standard and continuously change their perception on work where it is not only a means of obtaining material return but also a type of expression of their self-worth (Peng, 2018). Previously job is being define as a group of tasks which is being given by the employer to the employee and the job description are also given and the employee must follow it to complete the task. However, in today's organization the employees are being expected to be more proactive and can go beyond what is being required on them. The reason of shifting the job design approach from a top-down approach to a bottom up approach is because the top down approach is less flexible compare to bottom up approach and are not enough to adapt with the changing environment (Demerouti, Xanthopoulou, Petrou, Karagkounis,2017). There are 3 key type of job crafting which is task crafting, relationship crafting and cognitive crafting. Each of the dimension will require the employees to have different changes such as responsibilities, interaction with people and change in their mindset. Each of the crafting will also have different extent on the employee engagement in workplace.

In order for an organization to have sustainable growth in this rapid change generation, the organization will have to manage their manpower effectively by encourage the employee to have high commitment and engagement in work (Markos & Sridevi, 2010). Employee engagement and their performance outcome such as productivity and profitability are strongly linked between each other. Employee engagement is about the preferable condition by the organization on the employee involvement, commitment, passion enthusiasm, effort, and energy on their work. (Macey & Schneider, 2008). Employee engagement can also being define as the illusory force that prompt employee to achieve higher performance in their work (Wellin & Concelman, 2005).

### **1.1 Problem Statement**

According to Peakon employee survey in year 2020 shows data which was collected from 80 million of survey responses across 160 countries shows that as for January 2020, 41% of the employee are engaged worker which they are highly involved in their work, 38% are being listed as disengaged worker where they will only contribute minimum effort required in their job while the remaining of 21% are being categories as actively disengaged worker where they are having bad working experience in the workplace. According to Mercer's Engagement Index about the employee engagement rate among Malaysian which shows that in year 2020, 26% of Malaysia employees do not feel engaged in the workplace and this is the highest among the Asia Pacific Region. The employee engagement rates are highly related to the company and the country's corporate growth and economic growth. Hence, the issue in the situation is that those companies would have to make find out the reason that lead to disengagement and come out with some solution to improve the employees'



engagement in workplace. Changing in job design can be one of the ways to improve the employee engagement in workplace. This is because the earlier job design of top down approaches is more focus on standardization of the task and maintain the productivity of the work. However, the approaches are not suitable for current organizations where it is having some issue which is the employee motivation may be neglect.

As stated by Wrzesniewski, Lobuglio, Berg and Dutton in 2013 about the three dimensions of job crafting which is task crafting, relational crafting and cognitive crafting. Task crafting is discussing on the change in task or activities that the employee practice in terms of number or scope. When the employee practice crafting in their job they will be able to generate new and useful idea in their job scope and will help them to improve their performance and their engagement in job (Lin, Law & Zhou,2017). However, if the employees are not practicing task crafting, the time needed for them to finish certain task might also be longer and it will also affect on their engagement on work as they might felt that their job are lack of meaningfulness. Relational crafting is about the change in the interaction of the employee with others in job. Interaction with people will make a big effect on the individual perception on their work as most of the job scope need communication skills to deal with people. The consequences of have bad relationship with others are emotional exhaustion might occur such as stress and burnout where the employee might not interest on their job or task. Cognitive crafting is focusing on the change in the employee's perception or views on their job. The employee will have to undergo redefine and reframing on their roles to be more personally meaningful (Hornung, 2019) such as the employee can make some changes on their personal goals and make the goals align with the company goals.

Job crafting can also be related to the employees' self-directed modification to task, relational and cognitive boundaries in their job. It are also being define as a double-edge sword where if job crafting is being practice well and will lead to the effect of improving the employee performance(J. Y. Lee & Lee, 2018). However, if a company are does not practice it well it will be brought to the effect to the company where the employee might be demotivated which their self-interest on work and also their engagement in work will also decrease. Hence, those changes are aimed to make their job more meaningful and improve their engagement in workplace. There is also an empirical research on employee job crafting which develop and validate questionnaire about the dimension in job crafting by Slemp and Dianne in 2013. However, most of the research and data collected are being done at oversea and are investigate on the influence of dimension in job crafting on the employee job satisfaction based on the JD-R model by categorize job design into job demand and job resource. Hence, this study will be discussing on the influence of dimension in job crafting towards employee engagement in Malaysia.

## **1.2 Research Objective**

### **1.2.1 General objective:**

To investigate the influence of job crafting on employee engagement in workplace

### **1.2.2 Specific objective:**

- I. To identify the influence of task crafting on employee engagement
- II. To identify the influence of relational crafting on employee engagement
- III. To identify the influence of cognitive crafting on employee engagement

### 1.3 Research hypothesis

H1: There is a significant relationship between task crafting and employee engagement.

H2: There is a significant relationship between relational crafting and employee engagement.

H3: There is a significant relationship between cognitive crafting and employee engagement.

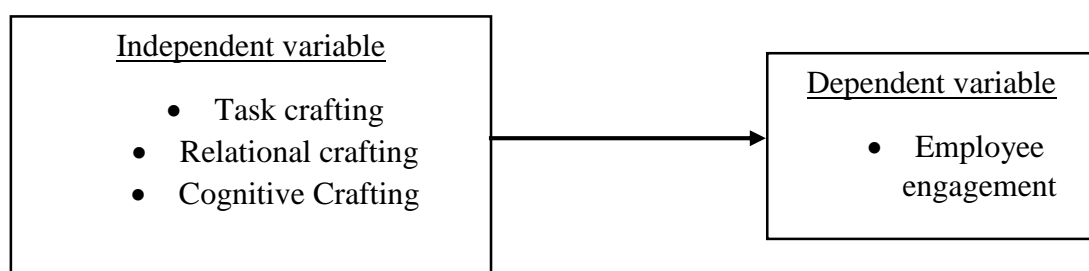
H4: There is a dominant dimension of job crafting that influences employee engagement.

### 1.4 Conceptual framework

In this research, the conceptual framework is shown in below figure. The first part is the independent variable which are the dimension in job crafting which are task crafting, relational crafting and cognitive crafting. the second part is the dependent variable which is the employee engagement. The objective of this study is to investigate the influence of different types of job crafting with the employee engagement. This conceptual framework is adapted from several past researcher by (Slomp & Vella-Brodrick 2013); (Dvorak, 2015)

**Figure 1. 1**

*Conceptual Framework*



Adapted from: (Slomp & Vella-Brodrick 2013); (Dvorak, 2015)

### **1.5 Significance of Study**

The research can contribute to several aspect which is contribute to existing literature. By determining the influence of job crafting on employee engagement in workplace will provide the future researcher in Malaysia some new reference about the influence of dimension in job crafting to employee engagement. The understanding on the influence of job crafting will also provide the current organization some information to manage their manpower more effective. The employee can also gain more knowledge on how they can improve themselves for their engagement in workplace. This research are also provide further information about the influence of 3 dimension of job crafting to employee engagement for the HR practitioner in Malaysia.

This study will provide the future researcher in Malaysia some new source of reference if they are planning to do similar topic of research. The finding on this research will help the other research by providing information related to job crafting and employee engagement. This is because the previous study is more being conducted in oversea, and the workplace culture will be differed in Malaysia and might lead to some difference in the result.

Besides that, the organization can also manage their manpower more effectively by improving the employee engagement level. Job crafting is more on providing the employee opportunities to make changes on themselves to make their work more challenging and meaningfulness which might lead to an engaged and satisfied workforce. If the organization practicing job crafting when designing the task for their employee, the employee will felt more challenging and they will willing to make change on themselves in order to improve their performance and their engagement in workplace will also be improved. Moreover, the company can also gain the benefit by

retaining those potential employees where they are highly engaged in work as they are satisfied with the company.

The finding of determining the influence of job crafting on the employee engagement can also help the employee to gain knowledge on the ways they can practice improving their performance and make themselves highly engaged in workplace. For example, in the cognitive crafting where the employee will have to make change by re-evaluate on their perception and attitude to works. Through the process while they are reviewing themselves, they will be able to create the work environment which is more align to their personal idea and goals. This will prompt the employee to have higher engagement level as the working environment is more suitable to them and they will also improve their performance to achieve their goals.

The finding of this study can also provide some of the further information about 3 different dimensions in job crafting which is task crafting, relational crafting, and cognitive crating with employee engagement to HR practitioner in Malaysia. Each of the dimension are having different roles and this can help them to have further understanding on what they can do in order to improve the employee engagement by using job crafting.

### **1.6 Limitation of study**

The first limitation of the study is the research uses a cross-sectional research which examine the population at a specific point of time and can only describe what is happening in the specific situation. This brought to the effect where cause and effect inference cannot be done in this research. The next limitation is the sample size where the research is only collected data from a small part of the population, and it doesn't represent the whole population.

## **1.7 Definition of terms**

### Definition of terms

#### 1. Employee engagement

Conceptual definition: Employee engagement define as the psychological state of the employee that include several related ideas which lead to absorption, attachment and enthusiasm (Schaufeli et al, 2006).

Operational definition: In this study, employee engagement is the degree of enthusiasm which lead the employees feel excited about their jobs and are prepared to devote themselves to work by putting effort into their work and the company.

#### 2. Task crafting

Conceptual definition: Task crafting can be defined as a form of job crafting that focuses on changing task boundaries such as the number, scope and content of task (Wrzesniewski et al., 2013).

Operational definition: In this study, task crafting can be defined as redesign the employee job such as change in roles of the employee which will make effect on their engagement in work.

#### 3. Relational crafting

Conceptual definition: Relational crafting can be define as the change where the employee make changes on the range, nature or number of their interaction with other people at workplace (Justin M Berg & Dutton, 2007).

Operational definition: In this study, relational crafting can be define as the change in interaction between the others in the workplace which will also make an effect on the employee engagement in their work.

#### 4. Cognitive crafting

Conceptual definition: Cognitive crafting can be defined as the boundaries that the employee adapted when they are undergo changing in their perception on their work (J M Berg et al., 2013)

Operational definition: In this study, cognitive crafting can be define as the change in the mindset or perspective of the employee towards their work and will lead to the effect where the employee will engage more in work and make their job more meaningful.

### **1.8 Conclusion**

In this chapter, the researcher had discussed on the background of study, problem statement, research objective, research hypothesis, conceptual framework, significance of study, limitation of study, and definition of terms. The next chapter will be discussed on the related literature to the topic of study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter review the literature on job crafting and employee engagement. This chapter is being categorize into 4 section. The first section is about the concept of variables which is the concept of employee engagement, concept of task crafting, concept of relational crafting and concept of cognitive crafting. The second section is about the relationship between the 3 dimensions in job crafting and employee engagement. The third section is discussing about the theory used in this study which is JD-R model and the last part is the conclusion.

### **2.1 Concept of Variables**

#### **2.1.1 Employee Engagement**

Engagement is define as the employee perception on work, which is positive, fulfilling and are being characterized by vigor, dedication and absorption (Schaufeli & Bakker, 2004). Employee engagement is one of the methods that help an organization to gain competitive advantages when compare within the field. This is because employee can be define as the company asset which can bring benefit to the company and it are not be able to duplicate by the others(J., 2014). Employee engagement is the cognitive, emotional and behavioral state of a person that an organization seek when they are improving the employee performance (Shuck & Wollard, 2010). When the employee performances are synchronizing with the company goals employee engagement will be happen because employee who highly engaged in work will demonstrate a better performance in workplace. Research had also shown that employee engagement are having a strong relation between the organization productivity and the employee job performance. Employee engagement is also being



thought to be inclusive of long-term emotional participation of the employee such as their job satisfaction and commitment in workplace (Shuck et al., 2011).

According to Kahn in 2010 on the research of relating three psychological condition to three different dimension that influencing the employee engagement in workplace. The three psychological condition are meaningfulness, safety, and availability while the three different principle dimension of employee engagement are physical, cognitive, and emotional. He suggested that involving people in all three dimensions would make them feel comfortable in their jobs, feel that what they were doing was worth it, and trust that their physical and mental efforts would be supported. Meaningfulness is one of the psychological conditions that are having the strongest relationship with engagement. This is because individuals who considered their work difficult and can perceived a match between their principles and those of the company goals were more likely to find their job important and are willing to engaged in work (Kordbacheh, Shultz, & Olson, n.d.). These dimensions are similar to job crafting's dimension on task crafting, relational crafting and cognitive crafting where the job crafter are also seeking for creating a job environment or task that are meaningful to them(J M Berg et al., 2013).

#### 2.1.2 Type of engagement employee

According to Coffman and Gonzalez-Molina in 2002, where engagement is not only about people perception on work but also involve of their emotion on how they feel. There are 3 level of engagement among employee which is engaged employee, not engaged employee, and actively disengaged employee (Little, P., & Little, 2006). Engaged employee is those committed employees who work with dedication and are emotionally attached to the company. They are creative and have fresh ideas and consistent results and can drive the company forward, they personalize the priorities

and goals of the business and always strive for the improvement of the organization above and above their job requirements. Not engaged employee are those who are finishing the work but without passion and energy. They are those who only do the task being assigned and they can have either positive or negative attitude towards the company. The actively disengaged employees are those who are unhappy with the organization and will spread negativity within the organization.

### 2.1.3 Job crafting

According to Wrzesniewski and Dutton, job crafting is the concept where the employee are trying to make some physical or cognitive changes to their task or personal relationship to their job. Job crafting are also involved in engaging various type of activities which aimed to help the employee to obtain benefits when they are making alteration on their job scope whether in physical or cognitive (Letona-Ibañez et al., 2019). The main objective of job crafting is to make changes on the meaning of the employees' work and their personal identity which can help them to experience their work in other perspective and improve their engagement in work. Job crafting are also being define as a self-oriented, proactive behavior to revise individual meaning of work and their work identity. These activities are voluntary activities that provide the employee opportunities to redesign their job characteristic by employee themselves (Belschak & Den Hartog, 2010).

### 2.1.4 Task crafting

Task crafting are having the concept of the employee are having change in their task boundaries such as number, scope and sequencing of their task (Wrzesniewski et al., 2013). This job crafting perspectives are also indicate that employees should practice not only embrace their roles passively, but they may also be proactive and attempt to assert themselves in the workplace (Bandura, 2001). The employee are also

being given more autonomy on their job which they are having the ownership of their job and they can redesign on their job (Kim, Im & Qu, 2018). This will lead to the effect where the employees' self efficacy can be improved because individual will usually be motivated by their expectation of the outcome and will try to perform in some of the task (Bandura 2001). Employees with a high degree of creative self-efficacy are likely to spend more time on creative cognitive processes, which include finding problems, creating ideas or solutions, obtaining support for ideas, and developing prototypes (Michael, Hou & Fan, 2011).

#### 2.1.5 Relational crafting

Relational crafting refers to the initiation of changes in the relational aspect of work such as the shift in quality and the degree of contact with others at the workplace (Justin M. Berg et al., 2012). The employees are given autonomy to choose the extend on the ways they work and also interaction with the other colleague. This will help them to achieve their needs while building the social relationship with the others. A satisfied connection on the relationship between the colleague will provide the employee optimal working experience and increase the sense of meaningfulness on their work (Wrzesniewski et al., 2013). By increasing the meaningfulness of the employee towards the work will also increase the engagement rate of the employee.

#### 2.1.6 Cognitive crafting

Cognitive crafting is discussing on the changes on how an individual define and views their task or job and it is a self-initiated and self-targeted process where the changes will also be meaningful on their job aspect (J M Berg et al., 2013). Cognitive crafting has to do with the notion of perceived job characteristics with expectations influenced but not only by objective characteristics and also the individuals' experiences (Daniel, 2006) Cognitive crafting happens in a similar vein when workers

extend their task orientation or perceived scope of work. Moreover, cognitive crafting also consists of the active and deliberate improvements that individuals create in the way they see their tasks and their positions (Zhang & Pakker, 2018). The employees' perception are also including their perception on the organization virtuousness perception but not only their perception on work or task. This is because the employees' perception of organizational virtuousness is positively related to the employee attitude and can lead to their crafting behavior (Rhee, Dutton & Bagozzi, 2006). The employee which perceive organization as a caring and virtuous will give a positive attitude and behavior toward their job such as higher engagement in work (Hur, Shin, Rhee & Kim 2016).

## **2.2 Relationship between dimension in job crafting and employee engagement**

### **2.2.1 Task crafting and employee engagement**

According to the concept proposed by (J M Berg et al., 2013) in job crafting theory where there are some of the behavior that the job crafter can practice. One of the behaviors that the employee can practice is make some changes on their task such as changing the quantity of the task, make change of the scope of task or change the ways that they perform the task (Wrzesniewski et al., 2013). By increasing the task might be challenging to some of the employee but it can also be the motivation to those who view challenges as motivation if they are seeking for meaningfulness in their job. This can be related to one of the psychological conditions of engagement by Kahn in 2010 which is the sense meaningfulness from the employee which can lead to engaged employee. Engaged employee are more dedicate on their work and are willing to view challenges as motivation but not stress or burnout (Schaufeli & Bakker, 2004). Besides that, task crafting on more challenge job will also help to energize and motivate the employee to learn more from their job or task (Wellman & Spreitzer, 2010). This is